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Advancement of women

Human resources management

Improvement of the status of women in the Secretariat

Report of the Secretary-General*

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Abbreviations

DDA	Department for Disarmament Affairs
DESA	Department of Economic and Social Affairs
DM	Department of Management
DM/OCSS	Department of Management/Office of Central Support Services
DM/OHRM	Department of Management/Office of Human Resources Management
DM/OPPBA	Department of Management/Office of Programme Planning, Budget and Accounts
DGAACS	Department of General Assembly Affairs and Conference Services
DPA	Department of Political Affairs
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
DPKO/FALD[1]	Department of Peacekeeping Operations/Field Administration and Logistics Division
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLAC	Economic Commission for Latin America and the Caribbean
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
INTERORG	Interorganizational bodies Joint Inspection Unit Consultative Committee on Administrative Questions International Computing Centre Information Systems Coordination Committee
OCHA	Office for the Coordination of Humanitarian Affairs
ODCCP	Office of Drug Control and Crime Prevention
OHCHR	Office of the High Commissioner for Human Rights
OIOS	Office of Internal Oversight Services
OLA	Office of Legal Affairs
OSG	Office of the Secretary-General
OSRSGCAC	Office of the Special Representative of the Secretary-General for Children and Armed Conflict
REGCOM	Regional Commissions Liaison Office

[1] All staff with appointments of one year or more assigned to peacekeeping and other special missions.

UNCC	United Nations Compensation Commission
UNCHS	United Nations Centre for Human Settlements (Habitat)
UNCTAD	United Nations Conference on Trade and Development
UNEP	United Nations Environment Programme
UNFIP	United Nations Fund for International Partnerships
UNOG	United Nations Office at Geneva
UNOIP	United Nations Office of the Iraq Programme
UNON	United Nations Office at Nairobi
UNOV	United Nations Office at Vienna
UNMOVIC	United Nations Monitoring, Verification and Inspection Commission

I. Introduction

1. The present report, submitted in response to the request of the General Assembly in its resolution 54/139 of 17 December 1999, is divided into an introduction and three other sections, containing: an overview of the representation of women in the Secretariat; a review of developments since the submission of the last report of the Secretary-General to the General Assembly; and conclusions and strategies for improving the representation of women in the Secretariat in the year ahead.

2. This review of the improvement of the status of women in the Secretariat offers a timely opportunity not only to look at the future but also at the past. In the last decade, there have been clear areas of progress. Overall, women comprise approximately 39 per cent of the staff on appointments subject to geographical distribution, as compared to 28 per cent 10 years ago. Major shifts have occurred in the number of women at the P-5 to D-2 levels. There are now four women Assistant Secretaries-General, whereas in 1990 there were none.

3. Looking at the performance over the past year, further gains have been made at the D-1, P-5, P-3, and P-2 levels, whereas at other levels, including the higher decision-making levels, progress has slowed. Major increases in the representation of women overall were made in the Economic and Social Commission for Western Asia (ESCWA) and the Office for Drug Control and Crime Prevention, where the percentage of women increased by 10.1 and 4.7 percentage points, respectively.

4. Issues of concern include the slowdown in the rate at which women are represented at the senior and policy-making levels (D-1 and above) and the decrease in the percentage of women appointed and promoted to the P-4 level. It is also of concern that there are no women special representatives or envoys. More work is needed to move the work/family agenda forward.

5. At the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century", convened from 5 to 9 June 2000, Member States agreed that, despite growing acceptance of the importance of the full participation of women in decision-making at all levels and in all forums, a gap between de jure and de facto equality had persisted. Notwithstanding substantial improvements of de jure equality between women and men, the actual participation of women at the highest levels of national and international decision-making had not significantly changed since the Fourth World Conference on Women in Beijing in 1995. As of 15 July 2000, women accounted for only 13.8 per cent of legislators in national parliaments. Of the 189 permanent representatives to the United Nations in New York, only 11 (5.8 per cent) were women.

6. The General Assembly, at the special session in June 2000, agreed upon additional actions and initiatives to be taken by the United Nations system. United Nations system organizations were requested, inter alia, to enhance management accountability mechanisms; to encourage the involvement of women in decision-making at all levels and to achieve gender balance in the appointment of women and men, including as special envoys, special representatives and resident coordinators; and to encourage implementation of measures designed to achieve the goal of gender balance, in particular at the higher levels in their secretariats, including in peacekeeping missions and peace negotiations.

7. In a statement to the General Assembly at the special session, the Administrative Committee on Coordination indicated, inter alia, that further action was required to achieve the gender equality goals set in the Beijing Platform for Action for the staffing and management of United Nations system organizations.[1] Although organizations had implemented affirmative action measures to increase the representation of women and had taken steps to make work environments more gender sensitive and responsive to the requirements of both women and men, further actions, such as initiatives to strengthen managerial competence and accountability for gender equality and the development of policies to promote the recruitment and retention of women were needed. The Executive Heads of the United Nations system organizations pledged to intensify their efforts to meet the gender equality goals set out in the Beijing Platform for Action, including through the development of effective accountability mechanisms to ensure that actions matched policy commitments.

8. During the course of the period under review, the Secretary-General has continued to urge heads of offices to meet the goal of 50/50 gender distribution and to reflect progress towards this goal in the

appraisal of the performance of managers. Since the submission of the last report to the General Assembly, the Secretary-General has appointed: a woman as the Prosecutor for the international criminal tribunals in the former Yugoslavia and Rwanda; the first woman to head a regional commission, the Economic Commission for Europe (ECE); and a woman to head the United Nations Centre for Human Settlements (UNCHS). Within the Secretariat, in addition to the Deputy Secretary-General, women holding top leadership positions include the United Nations High Commissioner for Human Rights and the Acting Head of the Office for the Coordination of Humanitarian Affairs.

9. Within the United Nations system, women head the World Health Organization (WHO), the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Fund (UNICEF), the United Nations Fund for Population Activities (UNFPA) and the World Food Programme (WFP). During the past year, three women have been appointed as assistant directors-general in the Food and Agriculture Organization of the United Nations (FAO) and a woman has been selected as the Deputy Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA).

10. Owing to target setting and annual monitoring of progress by the Commission on the Status of Women and the General Assembly, the rate of progress within the United Nations system, while not remarkable, has been better than in most countries, with the possible exception of the Nordic countries. One organization in the United Nations family, UNFPA, achieved the goal of 50/50 gender distribution in the staffing of Professional and higher-level posts in 1999. In several others, women comprised between 30 and 40 per cent of Professional and higher-level staff. As of 31 December 1998, the proportion of women with appointments of one year or more at Headquarters and other established offices of the United Nations common system was 32.4 per cent, as compared to 29.2 per cent in January 1995.

II. Overview of current status

A. Gender distribution of staff at the Professional and higher levels in the Secretariat[2]

Staff on appointments subject to geographical distribution

11. Table 3 shows that there were 936 women (39.2 per cent) out of a total of 2,389 staff on appointments subject to geographical distribution as of 30 June 2000, compared to 919 women (38.1 per cent) out of a total of 2,410 staff on such appointments as at 30 June 1999. The increase is consistent with the average annual 1 per cent rate at which women's representation has increased over the past 10 years.

12. Although the rate at which women's overall representation has increased has been modest, considerable headway has been made since June 1990 in improving women's representation at the P-5 and D-1 levels. As depicted in table 5 below and in the accompanying graph, the number of women on appointments subject to geographical distribution at the D-1 level increased from 16 in June 1990 to 73 in June 2000. This corresponds to a significant increase in women's representation at this level, from 6.8 per cent in June 1990 to 35.8 per cent in June 2000. During the same time period, the number of women at the P-5 level more than doubled, from 73 (15.8 per cent) to 151 (33.1 per cent).

Staff on appointments of one year or more

13. In the larger population of staff with appointments of one year or more, the number of women increased from 1,542 (35.8 per cent) as at June 1999 to 1,601 (36.5 per cent) as at 30 June 2000, an increase of only 0.7 percentage points. Table 4 shows that the largest percentage increase in the representation of women with appointments of one year or more has been at the P-5 level. The number of women at this level increased from 212 (30 per cent) as at 30 June 1999 to 242 (32.6 per cent) as at 30 June 2000. While the percentage of women at the D-1 level is nearing a critical mass, at 29.3 per cent, the overall increase in the percentage of women at the senior and policy making levels (D-1 and above) has been very slight, rising from 24.4 per cent to 24.7 per cent. The slowdown in the rate of women's representation at

these levels since the submission of the Secretary-General's last report to the General Assembly[3] is cause for concern, in particular as the number of staff appointed and promoted at these levels has increased.

14. The goal of gender balance was finally met at the P-2 level when the percentage of women increased from 48.2 per cent to 50.1 per cent. The largest number of women staff members continues to be at the P-3 level, followed by those at the P-4 level, whereas the highest concentration of men is at the P-4 level, followed by those at the P-3 level. Although the number of women at the P-4 and D-2 levels increased slightly, the percentage of women at these levels has declined since June 1999 owing to the significantly greater increase in the number of men at these levels.

Representation of women in departments and offices of the Secretariat

15. The gender composition of staff with appointments of one year or more by department and office is provided in table 1 below. Since the submission of the last report of the Secretary-General to the General Assembly, the goal of gender balance has been met in two additional departments and offices with 20 or more personnel: the Department of Public Information and the Office of Programme Planning, Budget and Accounts. The Department of Management[4] has the highest representation of women (58.6 per cent), followed by the Office of Human Resources Management (54.3 per cent), the Department of Public Information (50.8 per cent) and the Office of Programme Planning, Budget and Accounts (50.5 per cent). Four more departments have reached the 30 per cent mark for women, while in five others women still account for less than 30 per cent. These are: the Economic Commission for Africa (ECA, 26.9 per cent); the Economic Commission for Europe (ECE, 27.7 per cent), the Economic and Social Commission for Asia and the Pacific (ESCAP, 28.5 per cent), the United Nations Centre for Human Settlements (UNCHS, 27.9 per cent) and the United Nations Conference on Trade and Development (UNCTAD, 27.9 per cent).

16. Since June 1999, two offices, the Economic and Social Commission for Western Asia (ESCWA) and the Office for Drug Control and Crime Prevention, have made significant progress towards the goal of gender balance. At ESCWA, the percentage of women with appointments of one year or more has risen from 29.1 per cent to 39.2 per cent. At the Office for Drug Control and Crime Prevention, the percentage of women has risen from 33.3 to 38 per cent.

17. During the period under review, two additional offices have met the goal of gender balance in the staffing of posts at the D-1 level and above: the Office of the High Commissioner for Human Rights, and the United Nations Monitoring, Verification and Inspection Commission (UNMOVIC).

18. The following departments and offices have a critical mass of women (30 per cent or more) at the senior and policy-making levels (D-1 and above): the Office of Internal Oversight Services (42.9 per cent), the Department of Public Information (42.1 per cent), the United Nations Office at Vienna (40 per cent), ECLAC (38.5 per cent), the Department of General Assembly Affairs and Conference Services (37.5 per cent), the United Nations Office at Geneva (37.5 per cent), the Executive Office of the Secretary-General (33.3 per cent), ECE (33.3 per cent), the Department of Management (33.3 per cent), the Department of Political Affairs (32 per cent), the Office of Programme Planning, Budget and Accounts (30 per cent) and the Department of Economic and Social Affairs (30 per cent).

19. Of the four departments and offices with 20 or more personnel at the D-1 level and above (the Department of Economic and Social Affairs, the Department of Political Affairs, UNCTAD and the United Nations Environment Programme (UNEP)), UNEP has the lowest representation of women at those levels (14 per cent), followed by UNCTAD (18.2 per cent).

20. Information on the representation of Member States in the staff of the Secretariat by nationality, grade and gender is provided in the report of the Secretary-General on the composition of the Secretariat.

Staff on language posts

21. The gender distribution of staff with special language requirements shows that the percentage of women decreased slightly from 38.1 per cent (322 staff) in June 1999 to 37.9 per cent (318 staff) in June 2000, which coincides with a small decline in the total number of language personnel from 846 to 839 staff. At the P-5 level, however, women's representation

continued to increase, rising from 40.2 per cent to 43.4 per cent (63 women as compared to 82 men).

Staff on project posts

22. As at 30 June 2000, the percentage of women on project posts (200 series staff) had reached a critical mass at 30.4 per cent (242 female staff), compared to 28.2 per cent (214 female staff) as at 30 June 1999. Although the goal of gender balance has been met or exceeded at the L-1 (63 per cent) and L-2 levels (52.2 per cent), the representation of women at the higher levels is significantly lower, with a critical mass of women having been achieved only at the L-3 level (34.8 per cent). Women at the L-4 level account for only 18.4 per cent (23 women) of the 125 staff at that level. The representation of women at the L-5 (17 women out of a total of 177 staff) and L-6 levels (10 women out of a total of 74 staff) is 9.6 per cent and 13.5 per cent, respectively. At the L-7 level, the number and percentage of women (11.1 per cent) remains unchanged since June 1999 (one woman out of a total of nine staff).

B. Appointments and promotions of staff in the Professional and higher categories in the Secretariat

23. Table 6 below and the accompanying graph show the number of women and men appointed during the past two years at the P-1 through the Under-Secretary-General levels, including through the national competitive and language examinations. Table 7 below and the accompanying graph show the number of women and men promoted during the past two years at the P-1 through the Under-Secretary-General levels, including through the competitive examination for promotion to the Professional category of staff members from other categories.

24. Since June 1999, 36 of the 73 staff members (49.3 per cent) recruited through the national competitive examinations and seven of the 20 staff members recruited through the language examinations (35 per cent) were women. During the same period, 11 women (73.3 per cent) and four men were promoted from the General Service to the Professional category through the examinations for promotion from the General Service and related categories to the Professional category (G to P examinations).

Appointments

25. Table 6 shows that in the past two years there has been a notable increase in the percentage of women appointed at the P-3 level: from 31.8 to 44.6 per cent. Although there was a small increase in the number of women appointed at the P-2 level between 1 July 1999 and 30 June 2000, the percentage of women appointed at this level declined significantly from 64.5 per cent to 51.5 per cent, due to a marked increase in the number of men appointed at this level.

Promotions

26. The percentage of women promoted during the period under review was 43.1 per cent compared to 45.5 per cent the previous year. There has, however, been a substantial increase in the number of women promoted to the P-3 level where, as indicated in table 7, the number of women promoted was 56 in the past year compared to 43 in the preceding year. Although there has been an increase over the past year in the representation of women at the P-5 and D-1 levels, the decline in the percentage of women promoted to these levels is of particular concern as increases in the number of vacancies at these levels due to higher retirement rates present much needed opportunities for accelerating the pace of progress in improving women's representation in the Secretariat.

27. Although both the appointment and promotion statistics show a measurable improvement in the rate at which women are selected for P-3 vacancies, there has been a discernible decline in the rate at which women are appointed and promoted to the P-4 level as shown in tables 6 and 7. As indicated in paragraph 14 above, the representation of women at this level has also decreased slightly (33.7 per cent to 33.5 per cent). This decline is of particular concern as the P-4 level is the avenue for advancement to the management structure of the Secretariat as well as the grade occupied by the largest number of Professional staff.

28. The goal set out in resolution 54/139, that is, that the appointment and promotion of suitably qualified women would not be less than 50 per cent, of all appointments and promotions, was met by 10 departments and offices (table 8). These offices include the Office of Legal Affairs (70 per cent), the Department for Disarmament Affairs (66.6 per cent), the Department of Public Information (64.5 per cent), the United Nations Office of the High Commissioner

for Human Rights (54.6 per cent), the Department of Political Affairs (54.2 per cent), the United Nations Office at Vienna (53.8 per cent), the Office of Programme Planning, Budget and Accounts (50 per cent) and the Economic and Social Commission for Asia and the Pacific (50 per cent). Overall, in the appointment and promotion of women, the figure of 42 per cent was achieved.

29. Mobility among staff in the Professional and higher categories remains low. Of the 304 promotion cases reviewed by the appointment and promotion bodies, 32 (10.5 per cent) entailed the transfer of staff between departments and offices. During the period under review, the appointment and promotion bodies reviewed 37 cases of lateral transfer. Although the gender distribution of staff who moved laterally between departments was roughly balanced (48.6 per cent women), more women than men (65.6 per cent) moved between departments on promotion. More women than men also changed duty station: 29 (60.4 per cent) of the 48 staff who moved between duty stations were women.

30. As part of the Secretary-General's goal to create a results-oriented, high performing organization that is flexible and responsive to the variety of challenges it must address, proposals on a new mobility scheme, applicable to staff in both the Professional and General Service categories, are contained in the Secretary-General's report to the fifty-fifth session of the General Assembly on human resources management reform.[5]

C. Women in the General Service and related categories

31. The majority of staff in the General Service and related categories are women (4,091 women compared to 3,034 men). However, while women comprise 60.2 per cent of staff in the General Service category (4,024 women out of 6,682 staff), women are under-represented in both the Security and the Trades and Crafts categories, where they account for 7.5 per cent (15 women out of 201 staff) and 3.8 per cent of staff (7 women out of 184 staff), respectively. In the Field Service category, women account for 12.2 per cent (99 women out of 810 staff).

32. During the period under review, a total of only 83 General Service staff (64 women and 19 men) moved between departments and offices in the Secretariat. Of the total of 219 promotion cases at the G-5 to G-7 levels reviewed by the Appointment and Promotion Panel at Headquarters, only 16 staff members (11 women and 5 men) moved between departments and offices. Only two staff members, at the G-5 and G-7 levels, moved laterally between departments and offices at Headquarters.

33. As noted in last year's report of the Secretary-General to the General Assembly,[3] staff development and learning programmes for staff in the General Service and related categories have been strengthened and refocused to facilitate the process of reform of the management of the Organization and to enable staff members to better meet the changing needs of the United Nations. Building upon the project to define core competencies for all staff in the Secretariat and managerial competencies for those staff with managerial or supervisory responsibilities, career support programmes have been introduced for General Service staff designed to enhance staff members' communication and work management skills, in such areas as taking initiative, teamwork and cooperation and client servicing.

D. Gender distribution of staff in Professional and higher levels in organizations of the United Nations common system

34. Statistics on the gender distribution of Professional and higher-level staff in all organizations of the United Nations common system, as at 31 December 1998 (the most recent reference point for system-wide data), are provided in the annex to the present report. The statistics were derived from the tables issued annually by the secretariat of the Consultative Committee on Administrative Questions. Since 31 December 1997, the percentage of women with appointments of one year or more at Headquarters and other established offices of the United Nations common system of organizations has risen from 31.8 per cent to 32.4 per cent. At the senior and policy-making levels, the percentage of women has increased from 15.9 per cent to 17.8 per cent as of 31 December 1998. Among organizations with 100 or more staff, UNICEF had the highest representation of women (47.7 per cent), followed by UNFPA (46.7 per cent). As noted in paragraph 10 above, the latter subsequently met the goal of 50/50 gender distribution in the staffing of Professional and higher-level posts in 1999.

III. Developments since September 1999

A. Steering Committee for the Improvement of the Status of Women in the Secretariat

35. The Steering Committee for the Improvement of the Status of Women in the Secretariat, comprised of 12 senior staff members and chaired by the Special Adviser on Gender Issues and Advancement of Women, provides advice to the Secretary-General on policies and strategies to achieve gender balance in staffing and on measures to promote a more gender-sensitive and supportive work environment for all staff in the Secretariat, women and men. The Steering Committee also monitors the progress of departments and offices in meeting the goal of 50/50 gender distribution in the staffing of Professional and higher-level posts.

36. During the past year, the programme of work of the Steering Committee centred on the review and elaboration of the gender component of the departmental action plans on human resources management agreed upon jointly by heads of departments and offices and the Assistant Secretary-General for Human Resources Management in 1999; on measures to assist heads of departments and offices in their efforts to achieve gender balance; and on means of ensuring the accountability of individual managers for the achievement of gender equality goals. The Steering Committee formed subgroups, which meet with heads of departments and their senior management teams to review progress in improving women's representation, identify obstacles faced by departments in improving gender balance, and assist managers in identifying, attracting and retaining qualified women candidates. The Committee has also sought to identify sources of women candidates at the national level, including through the network of United Nations resident coordinators. The Office of Human Resources Management is also actively involved in monitoring departmental compliance with gender goals agreed to in the departmental action plans on human resources management.

B. Development of action plans to achieve gender balance in departments and offices

37. In accordance with resolution 54/139, the Secretary-General wrote to heads of departments and offices to review their record in selecting women candidates in 1999 and to request their cooperation in the further elaboration of the gender component of the above-mentioned departmental action plans on human resources management. The objectives for improving gender balance contained in these plans would be supported, in the coming year, by the establishment of specific targets for improving women's representation in each department and office. The Secretary-General emphasized that the performance of managers in improving gender balance should be a critical factor in the appraisal of their performance. The performance appraisal of managers, in the future, should include information on the opportunities presented for the selection of women candidates for vacant posts and the progress made in improving women's representation, including through efforts made to identify women candidates.

38. In August 2000, the Special Adviser on Gender Issues and Advancement of Women and the Assistant Secretary-General for Human Resources Management requested heads of departments and offices to establish a target for the selection of women candidates based on current and foreseen vacancies in each department and office for the period from 1 July to 31 December 2000. Heads of departments were advised, in accordance with General Assembly resolution 54/139, that the target for the selection of women candidates should not be less than 50 per cent of all vacancies. In keeping with the Secretary-General's commitment to the goal of gender equality and the need to accelerate progress in improving women's representation, particularly at the senior and policy-making levels, heads of departments and offices were urged to set bold targets for the selection of women candidates.

39. Managers, from first-line supervisors to senior management, are expected to play an active role in meeting departmental targets. In the first quarter of 2001, heads of departments and offices will report to the Secretary-General on progress made in meeting the targets set for improving women's representation during the initial six-month plan period (1 July to 31 December 2000). New targets will be set for the

year 2001, taking into account each department's performance in executing the gender action plans for the period from 1 July-31 December 2000. The progress reports submitted to the Secretary-General will include a description of the actions and initiatives taken by programme managers to identify suitably qualified women candidates. These might include the identification of external recruitment sources for posts in certain occupations for which there is an insufficient supply of internal women candidates, as well as the implementation of managed reassignments for staff, both women and men, to develop and broaden their skills. Others might include the development of contacts or networks with managers in other related fields to identify and develop sources of women candidates, both internally and externally, and the identification of sources of women candidates while on mission assignments.

C. Gender sensitivity and gender mainstreaming training

40. Specific training programmes on gender issues in the workplace and gender mainstreaming at the request of departments. Each programme is tailored to meet the special needs of individual departments and is developed in collaboration with department heads and focus groups of staff. The aim of these programmes is to foster better understanding between men and women, to maximize the contributions of both men and women to the work of the Organization, and to promote an active and visible policy on mainstreaming the gender perspective in the work of the Organization. In the gender issues in the workplace programme, men and women examine their experiences, assumptions and perceptions about themselves and the opposite gender in the workplace with a view towards gaining insight into how to work more productively together. The mainstreaming of the gender perspective programme for departments focuses on examining the department's substantive work and its processes with a view towards assessing the implications for women and men of any planned action, policy or programme, highlighting and developing best practices and preparing a departmental action plan for initiating constructive change.

41. Since the last report, the Office of Human Resources Management has been working with a number of departments and offices to develop and implement programmes on various gender-related issues. Training Programmes on gender sensitivity and gender mainstreaming were offered to Professional and General Service staff at ESCWA. The Department of Peacekeeping Operations received training on gender issues in the workplace and an introduction to gender mainstreaming concepts and practices. Both ESCWA and the Department of Peacekeeping Operations developed action plans based on the training received. Training on gender issues in the workplace was also carried out for Professional and General Service staff at the United Nations Offices at Vienna and Nairobi.

42. The Department of Economic and Social Affairs is currently designing a competency development programme in gender mainstreaming for all Professional staff in the department. The programme will be launched in the autumn of 2000 and completed in the summer of 2001. ESCAP will launch a similar programme in the coming year building upon the training programme on incorporating gender considerations into project planning and design conducted in 1998 in collaboration with FAO. The United Nations Office at Nairobi is also planning to conduct training on gender mainstreaming in the human settlements and environment work programmes and to develop a pilot course on management training for women.

43. The General Assembly, at its twenty-third special session in June 2000, strongly reaffirmed the importance of the gender mainstreaming strategy to the achievement of the goals set out in the Beijing Platform for Action for women's empowerment. In support of this strategy, the General Assembly called upon the United Nations system to ensure that all United Nations personnel, especially in field operations, receive training in order to mainstream a gender perspective in their work. In his report to the General Assembly on the outcome of the special session;[6] the Secretary-General stated that he continues to support emphasis on gender mainstreaming, including by ensuring, subject to approval by the General Assembly, that adequate resources are allocated to gender training. Until gender training is made mandatory, as is the case for orientation and performance appraisal, the work and environment of the Secretariat, both at Headquarters and elsewhere, will not fully benefit.

D. Work/family agenda

44. In their statement to the General Assembly at its twenty-third special session, the Executive Heads of the organizations of the United Nations system pledged to take steps and develop common policies on retaining women, especially through effective spousal employment assistance.[7] The issue of spouse employment was singled out by the Administrative Committee on Coordination at its session in October 1999 as a major concern affecting the ability of organizations to attract and retain women staff.

45. As noted in last year's report to the General Assembly, spouse employment was one of the work/life issues identified for priority attention by the Quality of Work/Life Task Force, chaired by the Office of Human Resources Management, with the participation of representatives of UNDP, UNICEF and the Office of the Special Adviser on Gender Issues and Advancement of Women. Restrictions on spouse employment in various duty stations are considered not only an obstacle to the recruitment of staff, but also as factors impeding the mobility of staff members across duty stations. In a survey of staff conducted this year by UNICEF, limitations on spouse employment opportunities was cited by the majority of respondents as the principal factor impeding staff mobility within UNICEF. The Quality of Work/Life Task Force has recommended that the United Nations negotiate more favourable arrangements with host countries in duty stations where restrictions are placed on spouse employment. The Office of Human Resources Management, in turn, has identified spouse employment as one of the work/life issues that must be addressed in the implementation of a new mobility policy for the Secretariat.

46. Other issues currently being addressed by the Quality of Work/Life Committee include the introduction of flexible working arrangements, such as alternative work schedules and home-based work, enhanced child-care arrangements and domestic partnerships. The consideration of new and innovative human resources management practices, such as paternity leave, to address these issues, which increasingly pose challenges for men as well as women, may, in large part, be attributed to the impact women have had on the world of work.

E. Establishment of focal points for women in peacekeeping missions

47. In June 2000, following meetings with the Focal Point for Women in the Secretariat, the Under-Secretary-General for Peacekeeping Operations decided to designate focal points for women in each United Nations peacekeeping mission. Focal points will be designated from among the staff at the mission in consultation with the head of mission. Terms of reference of the focal points have been drafted by the Office of the Special Adviser on Gender Issues and Advancement of Women, in connection with the Department of Peacekeeping Operations. The principal role of the focal point will be to assist the head of mission in fostering a gender-sensitive working climate, supportive of the full and equal participation of international and locally recruited female staff in the work of each mission. The focal points for women in peacekeeping operations will also be available to counsel and advise women staff members on work environment issues and matters affecting their conditions of service. They shall maintain close contact with the Office of the Special Adviser on Gender Issues and Advancement of Women. These focal points would be designated without prejudice to the establishment of units responsible for programmatic gender mainstreaming such as those in Kosovo and East Timor.

IV. Conclusions

48. Since the submission of the last report of the Secretary-General to the General Assembly on the improvement of the status of women in the Secretariat,[3] there has been modest progress in improving the representation of women. Progress in improving gender balance at the senior and policy-making levels (D-1 and above) has slowed, following a two year period during which significant headway was made. This is due to the increase in the number and percentage of men at the D-2 level as well as the slowdown in the rate at which women are being appointed to posts at the D-1 level compared to the previous year. The representation of women at the D-1 level and above remains unacceptably low (24.7 per cent), well below the 50 per cent target.

49. To date, progress in improving gender balance has been measured largely on the basis of the annual

percentage increase in the representation of women and the annual rates at which women have been appointed and promoted in the Secretariat. While these data provide an important measure of progress over time, a more comprehensive gauge is required, one which takes into account the number, levels, occupational distribution and job content of vacancies within individual departments and offices and the performance of programme managers in improving gender balance based upon these opportunities. The establishment of plans of action for improving gender balance at the level of individual departments and offices and the record of actions taken by managers to expand the pool of qualified women candidates will provide a transparent yardstick against which progress can be measured and accountability established. These plans will also allow management to identify those departments in which there will be significant opportunities for improving the gender distribution of Professional and higher-level staff. Monitoring of the implementation of the plans will also allow management to identify occupations or areas where it has been difficult to attract a sufficient pool of qualified women candidates. Equipped with this information, management will be in a better position to devise strategies to expand the pool of suitably qualified women candidates and thereby accelerate the pace of progress in improving women's representation in the Secretariat.

50. In the coming year, priority will be assigned, in collaboration with the Office of Human Resources Management, to the identification of sources of women candidates for vacancies identified in the departmental action plans, the evaluation of progress made in improving women's representation based on the implementation of the gender action plans, the refinement of strategies to increase the supply of women candidates and the examination of factors which impede the mobility of staff, both Professional and General Service, across functions, occupations, departments and duty stations. Increasing attention will also be paid to the implementation of the work/family agenda, particularly in the area of effective spousal employment assistance, and to the design of measures for enhancing the career development of General Service staff, the majority of whom are women.

51. Women Heads of State and Government met together with women heads of United Nations agencies, funds and programmes for the first time prior to the opening of the Millennium Summit. In considering ways to strengthen the United Nations in the twenty-first century, the women leaders made a number of recommendations aimed at promoting the broadest participation and integration of women in the work of the Organization. The United Nations was urged to strengthen the number, level and participation of women in peacekeeping, peace-making and peace-building operations and in reconstruction and humanitarian assistance efforts, and to improve the representation of women at all levels within the Organization. Governments, in turn, were urged to support these efforts by appointing female permanent representatives to United Nations missions and female heads of delegations dealing with major economic, social, security, human rights and humanitarian issues.

52. The Secretary-General is committed to achieving the goal of gender equality in the Secretariat, both by accelerating the pace of progress to improve gender balance and through the implementation of measures designed to ensure that staff, both women and men, are able to contribute their maximum potential to the work of the Organization. However, without the sustained support of Member States in providing women candidates sources of recruitment, progress will continue to be slow.

Notes

[1] A/S-23/8.

[2] Further to a memorandum of understanding on personnel procedures between the Office of Human Resources Management and the United Nations Joint Staff Pension Fund, staff of the Pension Fund are no longer included in the composition of the Secretariat in view of the special inter-agency status of the Fund.

[3] A/54/405.

[4] Including the Office of the Under-Secretary-General, the Contributions Service, the Treasury, the Management Policy Office, the Oversight Support Unit, the Executive Office, the Secretariat of the Fifth Committee and the Committee for Programme and Coordination and the Secretariat of the Joint Appeals Board and the Joint Disciplinary Committee. Excluding the Office of Programme Planning, Budget and Accounts, the Office of Central Support Services, and the Office of Human Resources Management.

[5] A/55/253.

[6] A/55/341.

[7] A/S-23/8, annex.

Table 1
Gender distribution of all Professional and higher-level staff with appointments of one year or more in the United Nations Secretariat, by department or office and by grade, as at 30 June 2000

Department/ Office	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		P-1		Total		Grand total	Percentage of women
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
unfip					1					1	1	2							2	3	**5**	60.0%
dm	1				1		2	2	4	5	3	5	1	2		3			12	17	**29**	58.6%
dm/ohrm				1	2	1	2	2	9	10	11	10	4	9	4	5			32	38	**70**	54.3%
dpi	1				4	1	6	7	21	14	34	32	28	43	23	24			117	121	**238**	50.8%
dm/oppba			1		4		2	3	7	6	15	18	18	18	3	6			50	51	**101**	50.5%
regcom								1	1										1	1	**2**	50.0%
ohchr		1			1		2	2	4	6	17	4	16	16	4	10			44	39	**83**	47.0%
desa	1		1	1	7	3	19	8	28	24	40	40	31	24	20	17			147	117	**264**	44.3%
ocha					3	1	4		10	6	9	5	14	11		7			40	30	**70**	42.9%
ola	1		1		3		5	4	10	6	7	8	13	9	4	5			44	32	**76**	42.1%
dgaacs	1		1		3		5	6	62	43	138	75	117	90	7	8			334	222	**556**	39.9%
escwa	1					1	5		16	5	18	3	4	16	4	6			48	31	**79**	39.2%
uncc			1		2		5		2	3	13	7	37	17	20	24			80	51	**131**	38.9%
osg	1	1	2	1	3	2	4	1	5	1	4	2	4	6	1	1			24	15	**39**	38.5%
odccp	1				2		8	2	22	3	22	11	15	19	5	10		1	75	46	**121**	38.0%
interorg					2		3		2	1	1	3	1	2	1				10	6	**16**	37.5%
osrsgcac	1										2	1	2	2					5	3	**8**	37.5%
dda	1				1		2	1	2	6	5	2	4		2	1			17	10	**27**	37.0%
unog	1				1	1	8	5	29	26	78	46	78	28	12	15			207	121	**328**	36.9%
oios	1					1	3	2	7	3	21	12	8	4	6	3			46	25	**71**	35.2%
unov					1	1	2	1	9	4	31	13	14	9	4	5			61	33	**94**	35.1%
unoip	1				2		1		2	1	2	4	2	1	3	1			13	7	**20**	35.0%
eclac	1				1		6	5	17	8	31	17	22	16	25	11			103	55	**158**	34.8%
unon							2		5	1	19	6	13	11	6	6			45	24	**69**	34.8%
dpa	2		2		8	2	5	6	21	8	19	10	10	10	5	2			72	38	**110**	34.5%
dm/ocss			1		1		6	3	13	5	24	11	27	13	8	6			80	38	**118**	32.2%
dpko	2		1		4		7	1	13	7	45	19	36	17	3	8			111	52	**163**	31.9%
unep	1		1		9	1	26	5	37	9	59	23	30	29	8	10		1	171	78	**249**	31.3%
escap	1					1	7	2	22	3	38	10	23	12	7	11			98	39	**137**	28.5%
unchs							1		6	2	15	5	8	4	1	1			31	12	**43**	27.9%
unctad	1		1		2	2	14	2	28	8	38	8	37	24	16	9			137	53	**190**	27.9%
ece						1	6	2	15	6	21	5	21	7	10	7			73	28	**101**	27.7%
eca	1					1	9	3	22	5	25	9	34	15	15	6			106	39	**145**	26.9%
dpkofald	7		10		12	1	17	4	48	7	101	32	117	47	33	33	2		347	124	**471**	26.3%
unmovic							1	1	2	1	3								6	2	**8**	25.0%
Total	29	2	23	3	80	21	195	81	501	242	910	458	789	531	260	261	2	2	2789	1601	4390	36.5%

Table 2
Gender distribution of all Professional and higher-level staff with appointments subject to geographical distribution in the United Nations Secretariat, by department or office and by grade, as at 30 June 2000

Department/ Office	USG		ASG		D-2		D-1		P-5		P-4		P-3		P-2		P-1		Total		Grand total	Percentage of women
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
unmovic								1											0	1	1	100.0 %
dm	1				1		2	2	3	5	2	5	1	2		2			10	16	26	61.5 %
dm/ohrm				1	2	1	2	2	9	10	10	10	4	8	4	4			31	36	67	53.7 %
unep	1				1				2	2	2	3		3	2	1			8	9	17	52.9 %
dpi	1				4	1	6	7	21	14	34	31	27	43	22	22			115	118	233	50.6 %
dm/oppba			1		4		2	3	7	6	14	17	13	14	3	5			44	45	89	50.6 %
regcom								1	1										1	1	2	50.0 %
unfip					1					1									1	1	2	50.0 %
unoip	1								1	1		1	1	1					3	3	6	50.0 %
ocha					3	1	3		6	3	5	3	5	8		6			22	21	43	48.8 %
dpko	1		1		4		4	1	6	6	12	13	9	8	3	7			40	35	75	46.7 %
desa	1		1	1	7	3	18	9	27	24	40	40	30	24	19	17			143	117	260	45.0 %
ohchr		1			1		2	2	4	4	14	4	14	14	4	6			39	31	70	44.3 %
dgaacs	1		1		3		5	6	9	3	5	5	6	7		2			30	23	53	43.4 %
interorg					1				2			1		2	1				4	3	7	42.9 %
unog	1				1		7	5	6	5	13	9	21	11	8	11			57	41	98	41.8 %
escwa	1					1	5		16	5	15	3	2	15	4	6			43	30	73	41.1 %
odccp	1				1		1	1	9	1	11	7	8	7	3	6			34	22	56	39.3 %
osg	1	1	2	1	2	2	4	1	5	1	2	1	3	4		1			19	12	31	38.7 %
ola	1		1		3		5	4	10	6	6	7	13	5	4	4			43	26	69	37.7 %
dda	1				1		2	1	2	6	5	2	4		2	1			17	10	27	37.0 %
dpa	1		2		5	2	5	6	18	6	15	9	8	9	4	2			58	34	92	37.0 %
unov					1	1	2	1	5	2	8	2	3	3	4	4			23	13	36	36.1 %
olos	1						2	2	6	2	11	8	7	3	5	3			32	18	50	36.0 %
dpkofald	1				1	1	4	2	13	3	16	9	16	10	2	3			53	28	81	34.6 %
eclac	1				1		6	5	15	5	30	15	20	14	21	10			94	49	143	34.3 %
unon							1		2	1	2		4	1	2	3			11	5	16	31.3 %
dm/ocss			1		1		5	3	11	5	23	10	18	7	8	5			67	30	97	30.9 %
escap	1					1	7	2	20	3	32	9	14	11	7	10			81	36	117	30.8 %
unchs							1		5	2	9	4	6	2	1	1			22	9	31	29.0 %
eca	1					1	9	3	21	5	24	9	29	14	13	6			97	38	135	28.1 %
unctad	1		1		2	2	14	2	28	8	38	8	35	22	16	8			135	50	185	27.0 %
ece						1	6	2	15	6	21	5	20	4	9	7			71	25	96	26.0 %
osrsgcac											1		1						2	0	2	00.0 %
uncc			1		1		1												3	0	3	00.0 %
Total	20	2	12	3	52	18	131	73	305	151	420	250	342	276	171	163			1453	936	2389	39.2 %

Table 3
Comparison of the gender distribution of Professional and higher-level staff on appointments subject to geographical distribution as at 30 June 1999 and 30 June 2000

	30 June 1999			*30 June 2000*		
Level	*Men*	*Women*	*Percentage of women*	*Men*	*Women*	*Percentage of women*
USG	21	2	8.7	20	2	9.0
ASG	14	3	17.6	12	3	20.0
D-2	53	16	23.2	52	18	25.7
D-1	136	71	34.3	131	73	35.8
P-5	310	143	31.6	305	151	33.1
P-4	440	254	36.6	420	250	37.3
P-3	346	275	44.3	342	276	44.7
P-2	171	155	47.5	171	163	48.8
P-1	-	-	-	-	-	-
Total	**1491**	**919**	**38.1**	**1453**	**936**	**39.2**

Table 4
Comparison of the gender distribution of Professional and higher-level staff with appointments of one year or more as at 30 June 1999 and 30 June 2000

	30 June 1999			*30 June 2000*		
Level	*Men*	*Women*	*Percentage of women*	*Men*	*Women*	*Percentage of women*
USG	29	3	9.4	29	2	6.5
ASG	24	4	14.3	23	3	11.5
D-2	69	19	21.6	80	21	20.8
D-1	194	76	28.1	195	81	29.3
P-5	495	212	30.0	501	242	32.6
P-4	894	454	33.7	910	458	33.5
P-3	777	508	39.5	789	531	40.2
P-2	278	259	48.2	260	261	50.1
P-1	2	7	77.8	2	2	50.0
Total	**2762**	**1542**	**35.8**	**2789**	**1601**	**36.5**

Source: Human Resources Planning and Management Information System Service.

Table 5
Comparison of the gender distribution of Professional and higher-level staff on appointments subject to geographical distribution as at 30 June 1990 and 30 June 2000

Level	30 June 1990		30 June 2000	
	Number	Percentage of women	Number	Percentage of women
USG	2	7.7	2	9.1
ASG	0	0	3	20.0
D-2	8	10.1	18	25.7
D-1	16	6.8	73	35.8
P-5	73	15.8	151	33.1
P-4	180	26.7	250	37.3
P-3	261	39.0	276	44.7
P-2	175	45.8	163	48.8
P-1	10	62.5	0	0
Total	**725**	**28.3**	**936**	**39.2**

Source: A/45/548 and The Human Resources Management and Management Information System Service.

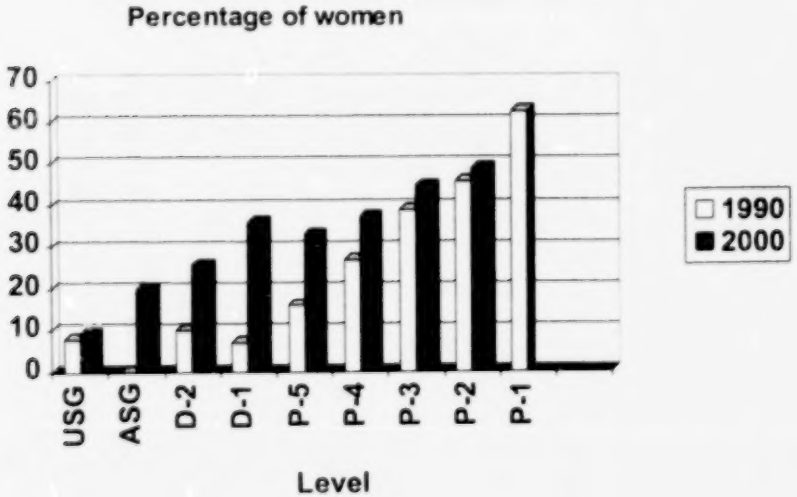

Table 6
Gender distribution of Professional and higher-level staff appointed to the United Nations Secretariat between 1 July 1998 and 30 June 2000

Level	From 1 July 1998 to 30 June 1999			From 1 July 1999 to 30 June 2000		
	Men	Women	Percentage of women	Men	Women	Percentage of women
USG	1	-	-	1	-	-
ASG	1	-	-	1	-	-
D-2	4	5	55.6	4	3	42.9
D-1	8	3	27.3	11	5	31.3
P-5	15	7	31.8	11	6	35.3
P-4	48	17	26.2	44	11	20.0
P-3[a]	60	28	31.8	46	37	44.6
P-2[a]	27	49	64.5	48	51	51.5
P-1	-	1	100	-	-	-
Total	**164**	**110**	**40.1**	**166**	**113**	**40.5**

Source: The Human Resources Management and Management Information System Service.

a. Figures at the P-2 and P-3 levels include staff recruited through the national competitive examinations and language examinations.

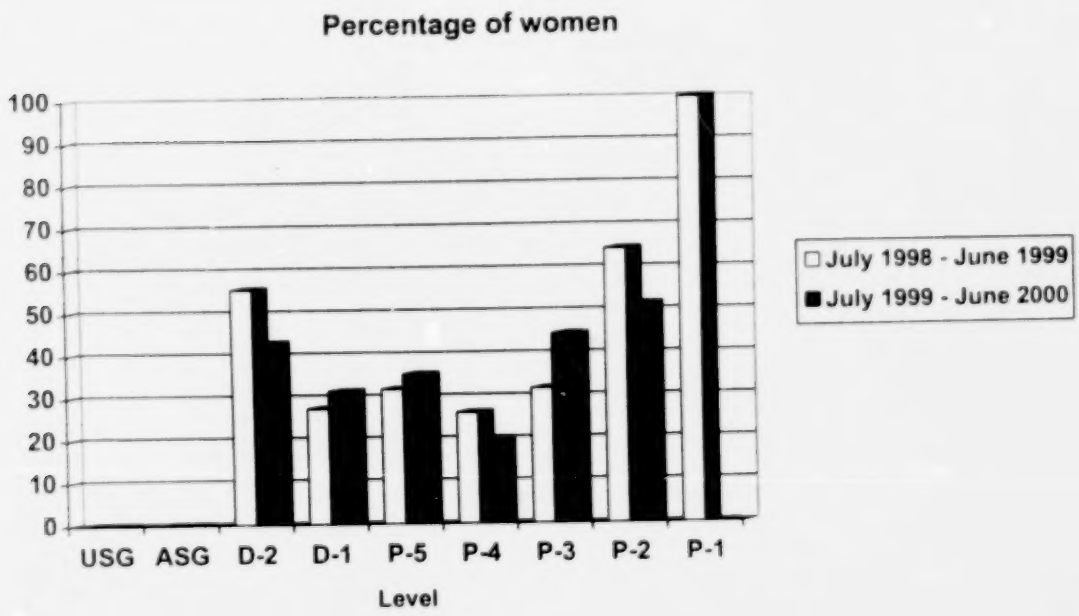

Table 7
Gender distribution of Professional and higher-level staff promoted in the United Nations Secretariat between 1 July 1998 and 30 June 2000

Level	From 1 July 1998 to 30 June 1999			From 1 July 1999 to 30 June 2000		
	Men	Women	Percentage of women	Men	Women	Percentage of women
USG	-	-	-	-	-	-
ASG	1	-	-	-	-	-
D-2	10	-	-	8	2	20.0
D-1	12	14	53.8	21	10	32.3
P-5	46	35	43.2	56	32	36.4
P-4	61	52	46.0	71	50	41.3
P-3	48	43	47.3	54	56	50.9
P-2a	5	9	64.3	4	12	75.0
P-1	-	-	-	-	-	-
Total	**183**	**153**	**45.5**	**214**	**162**	**43.1**

Source: The Human Resources Management and Management Information System Service.

a Figures at the P-2 level include staff recruited through the G-P examinations.

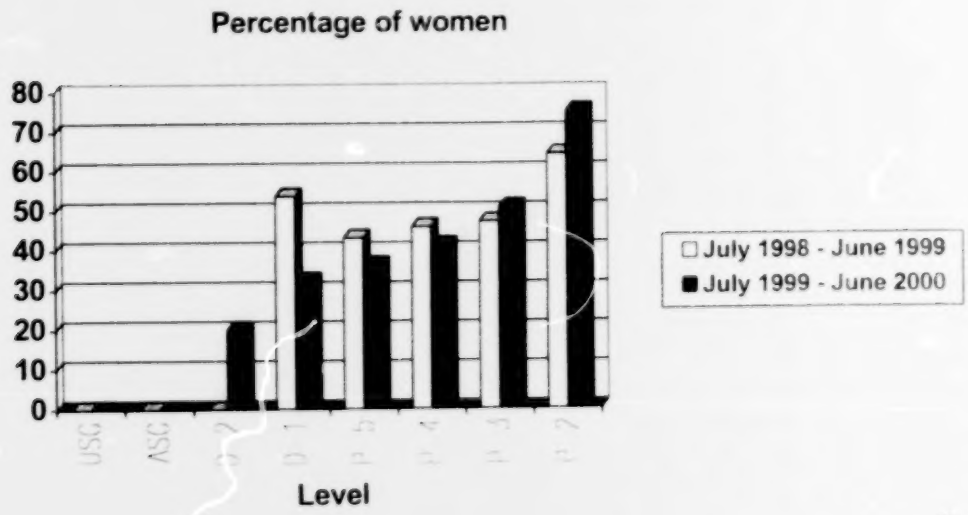

Table 8
Departments and offices which met or exceeded the goal of gender balance in the appointment and promotion of staff for vacant posts during the period 1 July 1999-30 June 2000

Department	ASG		D-2		D-1		P-5		P-4		P-3		P-2		Total		Total	Percentage of women
Gender	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women		
UNCHS										1						1	1	100
OLA										1	3	3		3	3	7	10	70.0
DDA					1	1		2		1	1				2	4	6	66.6
DPI			1	1		2	3	4	2	3	2	3	3	7	11	20	31	64.5
OHCHR					1	1		1	2	1	1	2	1	1	5	6	11	54.6
DPA	1		1				3	2	3	6	2	4	1	1	11	13	24	54.2
UNOV			1	1	1			1	1	1	2	3	1	1	6	7	13	53.8
DM/OPPBA							1	1	3	1	5	5		2	9	9	18	50.0
ESCAP					2		1	2	6	2	3	4		4	12	12	24	50.0
UNOIP					1			1							1	1	2	50.0

Source: Human Resources Management and Management Information System Service.

Annex

Gender distribution of Professional and higher-level staff in the organizations of the United Nations system (at Headquarters and other established offices) as at 31 December 1998

	P1		P2		P3		P4		P5		D1		D2		UG[a]		Total		Grand total	Percentage of Women
Organiz	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W		
UNICEF	0	1	22	36	47	53	70	62	74	48	20	18	10	5	1	2	251	229	480	47.7%
UNFPA	4	4	13	30	12	17	23	33	69	35	23	10	10	5	1	2	155	136	291	46.7%
PAHO	1	2	12	13	16	20	33	26	34	18	5	2	1	0	2	3	117	89	206	43.2%
UNITAR	0	0	0	1	1	1	4	0	0	2	0	0	1	0	0	0	6	4	10	40.0%
WFP	2	1	11	16	23	27	42	20	30	10	13	7	5	1	2	1	128	83	211	39.3%
UNESCO	27	24	74	104	105	118	139	83	178	62	90	14	31	9	10	1	654	415	1069	38.8%
UNDP	12	3	119	130	57	37	109	104	156	74	123	25	49	13	8	2	633	388	1021	38.0%
UNHCR	1	2	110	150	288	185	217	84	96	24	38	15	10	1	2	1	767	463	1230	37.6%
UNAIDS	2	0	4	5	5	2	18	20	38	14	5	1	1	2	1	0	74	44	118	37.3%
UN	14	39	273	259	767	502	869	427	484	202	193	68	70	19	52	9	2722	1525	4247	35.9%
WTO	0	0	11	21	30	25	55	26	38	17	15	1	8	0	4	0	161	90	251	35.9%
IMO	0	0	9	12	14	14	16	13	33	1	5	1	5	1	1	0	83	42	125	33.6%
ICSC	0	0	1	1	1	2	3	2	3	0	1	0	1	0	0	0	10	5	15	33.3%
IFAD	1	2	3	9	2	7	21	17	46	6	10	2	4	1	4	0	91	44	135	32.6%
ILO	1	0	13	27	63	66	142	77	178	38	54	7	20	2	11	3	482	220	702	31.3%
WIPO	0	1	9	15	21	26	55	14	42	13	21	4	11	0	7	0	166	73	239	30.5%
ITC	0	0	3	5	9	7	20	6	11	2	4	1	1	0	1	0	49	21	70	30.0%
WHO	1	5	33	45	84	56	170	87	326	92	90	24	39	9	11	3	755	321	1076	29.8%
ICAT	0	0	0	2	11	9	21	8	12	1	1	0	3	0	0	0	48	20	68	29.4%
FAO	0	0	52	35	135	86	292	68	287	29	115	8	38	6	15	0	934	232	1166	19.9%
UPU	0	0	1	0	30	11	13	6	5	1	8	0	3	0	2	0	62	18	80	22.5%
ICAO	0	1	9	16	31	19	127	23	42	5	19	0	5	0	2	0	235	64	299	21.4%
UNU	0	0	0	1	2	2	1	1	4	0	3	0	4	0	1	0	15	4	19	21.1%
UNIDO	3	1	5	10	29	21	78	13	64	14	36	0	7	0	2	0	224	59	283	20.8%
ITU	2	2	12	6	39	25	83	16	48	3	14	1	0	0	5	0	203	53	256	20.7%
WMO	0	0	2	3	6	9	35	9	31	3	10	0	8	0	3	0	99	24	123	19.5%
UNOPS	0	1	8	5	21	8	46	11	70	10	30	3	6	1	1	0	182	39	221	17.6%
IAEA	5	3	38	28	179	57	243	36	211	15	20	6	10	0	7	0	713	145	858	16.9%
UNRWA	0	0	6	4	25	3	42	1	20	2	5	2	1	0	2	0	101	12	113	10.6%
ICJ	0	0	0	1	3	0	5	0	0	0	0	0	0	0	1	0	9	1	10	10.0%
Total	76	92	853	990	2056	1415	2992	1293	2630	741	971	220	362	75	159	27	10129	4863	14992	32.4%

[a] UG stands for "ungraded" - e.g. USG, ASG, DDG, ADG, DG, SG, depending on the nomenclature used in the given organization.

Source: Personnel Statistics (ACC/2000/PER/R.10, 27 March 2000).